HOW TO RECRUIT
TOP TALENT
RECRUITING
IMPACT PLAYERS

Greg Zoch, Partner
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OVERVIEW

- Impact Players
- Behavioral-Based Interviewing
- Four Social Styles
- Candidate Motivation
IMPACT PLAYERS

- The 20% of employees who are responsible for 80% of the impact on a business
- They are different
- They are not “applicants”
- They are not desperate
- They are rare (demographics)
- They must be treated differently
IMPACT PLAYERS

- You’re actually “applying” for Top Talent
- “Recruited” candidates should be treated differently
- Impact Players have options
Past behaviors and performance are an accurate indicator of future behaviors and performance.
BEHAVIORAL-BASED INTERVIEWING

- 45% predictive of job success
- Enables you to get the best out of each interview
- Helps you determine occupational competencies and personality traits
- Removes guesswork and assumptions
“BLINK” EFFECT

Caution: We are naturally prone to make snap judgments without justifiable reasoning.

Snap decisions about a person based upon positive or negative perceptions creates an often incorrect bias (first date, first interview).
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
- Persistence/Resilience
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
- Persistence/Resilience
- Organizational Skills
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
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- Ego Drive/Passion
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
- Persistence/Resilience
- Organizational Skills
- Ego Drive/Passion
- Decision Maker/Problem Solver
EXEMPLARY OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
- Persistence/Resilience
- Organizational Skills
- Ego Drive/Passion
- Decision Maker/Problem Solver
- High Energy
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
- Persistence/Resilience
- Organizational Skills
- Ego Drive/Passion
- Decision Maker/Problem Solver
- High Energy
- Competitiveness
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
- Persistence/Resilience
- Organizational Skills
- Ego Drive/Passion
- Decision Maker/Problem Solver

- High Energy
- Competitiveness
- Goal Oriented
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
- Persistence/Resilience
- Organizational Skills
- Ego Drive/Passion
- Decision Maker/Problem Solver
- High Energy
- Competitiveness
- Goal Oriented
- Empathetic
EXAMPLES OF BEHAVIORAL TRAITS OF IMPACT PLAYERS

- Intelligence
- Persistence/Resilience
- Organizational Skills
- Ego Drive/Passion
- Decision Maker/Problem Solver
- High Energy
- Competitiveness
- Goal Oriented
- Empathetic
- Switch-Tasking
BEHAVIORAL-BASED QUESTIONS

Questions typically start in one of three ways:

1. Tell me about a time…
2. Describe for me an event/project when…
3. Walk me through the last time you…
BEHAVIORAL-BASED QUESTIONS

Example: “Tell me about a time you had a conflict between a physician and clinical staff.”

- When was it?
- What happened (What did you do)?
- What was the outcome?
UNDERSTANDING PERSONALITY STYLES

- Understand your own Social Style
- Learn to identify the Social Styles of candidates
- Adapt your Social Style to “fit” the style of the candidate

From The Platinum Rule by Dr. Tony Alessandra
THE FOUR SOCIAL STYLES

TASK ORIENTED

Thinkers

Directors

ASKERS

TELLERS

PEOPLE ORIENTED

Relaters

Socializers
Recruiting the Impact Player

THE FOUR SOCIAL STYLES

TASK ORIENTED

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CHARACTERISTICS OF THINKERS

**Positives:**
- Industrious
- Persistent
- Serious
- Exacting/Demanding
- Orderly

**Negatives:**
- Critical
- Indecisive
- Stuffy/Aloof
- Picky
- Moralistic
THE FOUR SOCIAL STYLES

TASK ORIENTED

Thinkers

Directors

ASKERS

TELLERS

Relaters

Socializers

PEOPLE ORIENTED
## CHARACTERISTICS OF DIRECTORS

**Positives:**
- Strong Willed
- Independent
- Practical
- Decisive
- Efficient

**Negatives:**
- Pushy
- Severe/Tough
- Dominating
- Demanding
- Relentless
Recruiting the Impact Player

THE FOUR SOCIAL STYLES

TASK ORIENTED

Thinkers

Directors

ASKERS

Tellers

PEOPLE ORIENTED

Relaters

Socializers
CHARACTERISTICS OF SOCIALIZERS

Positives:
- Talkative
- Stimulating
- Enthusiastic
- Friendly
- Likeable

Negatives:
- Dramatic
- Excitable
- Undisciplined
- Reactive
- Ego-centric
THE FOUR SOCIAL STYLES

TASK ORIENTED

Thinkers

Directors

TELLERS

ASKERS

Relaters

Socializers

PEOPLE ORIENTED
## CHARACTERISTICS OF RELATERS

<table>
<thead>
<tr>
<th>Positives:</th>
<th>Negatives:</th>
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</thead>
<tbody>
<tr>
<td>Supportive</td>
<td>Conflict Averse</td>
</tr>
<tr>
<td>Respectful</td>
<td>Perceived As “Weak”</td>
</tr>
<tr>
<td>Willing</td>
<td>Passive Aggressive</td>
</tr>
<tr>
<td>Dependable</td>
<td>Over-Friendly</td>
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<tr>
<td>Loyal</td>
<td>Casual</td>
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<tr>
<td>Agreeable</td>
<td>Take Things Personally</td>
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</table>
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THE FOUR SOCIAL STYLES

The bottom line:

- Your communication is only as good as your understanding of the person you're communicating with.
THE FOUR SOCIAL STYLES

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- You cannot influence what you do not understand.
THE FOUR SOCIAL STYLES

The bottom line:

- Your communication is only as good as your understanding of the person you're communicating with.
- You cannot influence what you do not understand.
- You want to communicate effectively with and influence Top Talent!
Recruiting the Impact Player

Six Primary Motivators for Career Change

- Challenge
- Location
- Advancement
- Money
- People
- Security
COVERING ALL THE BASES

- Motivators
- References
- Interviews (Where else? Status?)
- Compensation
- Obstacles (Is there anything that would stop you…)
- Significant Other
- Timing
SUMMARY

- Impact Players are different
- Utilize behavioral-based interviewing
- Qualify answers (Dig deeper)
- Recognize social styles (…and adapt)
- Cover all the bases
Thank You!

Questions?

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